

# **Headquarters U.S. Air Force**

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*Integrity - Service - Excellence*

## **Air Force Environment, Safety and Occupational Health (ESOH) Management and Sustainability**

**Year of the Air Force  
Family**



**Mr. Michael McGhee  
Brief to E2S2 Symposium  
16 May 2010**

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- **Sustainability defined**
- **Air Force sustainability management approach**
- **The Air Force ESOH Management System**
- **Filling the ESOH management holes –SAF initiatives**
- **Summary**

*The mission of  
the United States Air Force is to  
fly, fight and win...  
in air, space, and cyberspace*



## **Global Vigilance, Global Reach and Global Power**



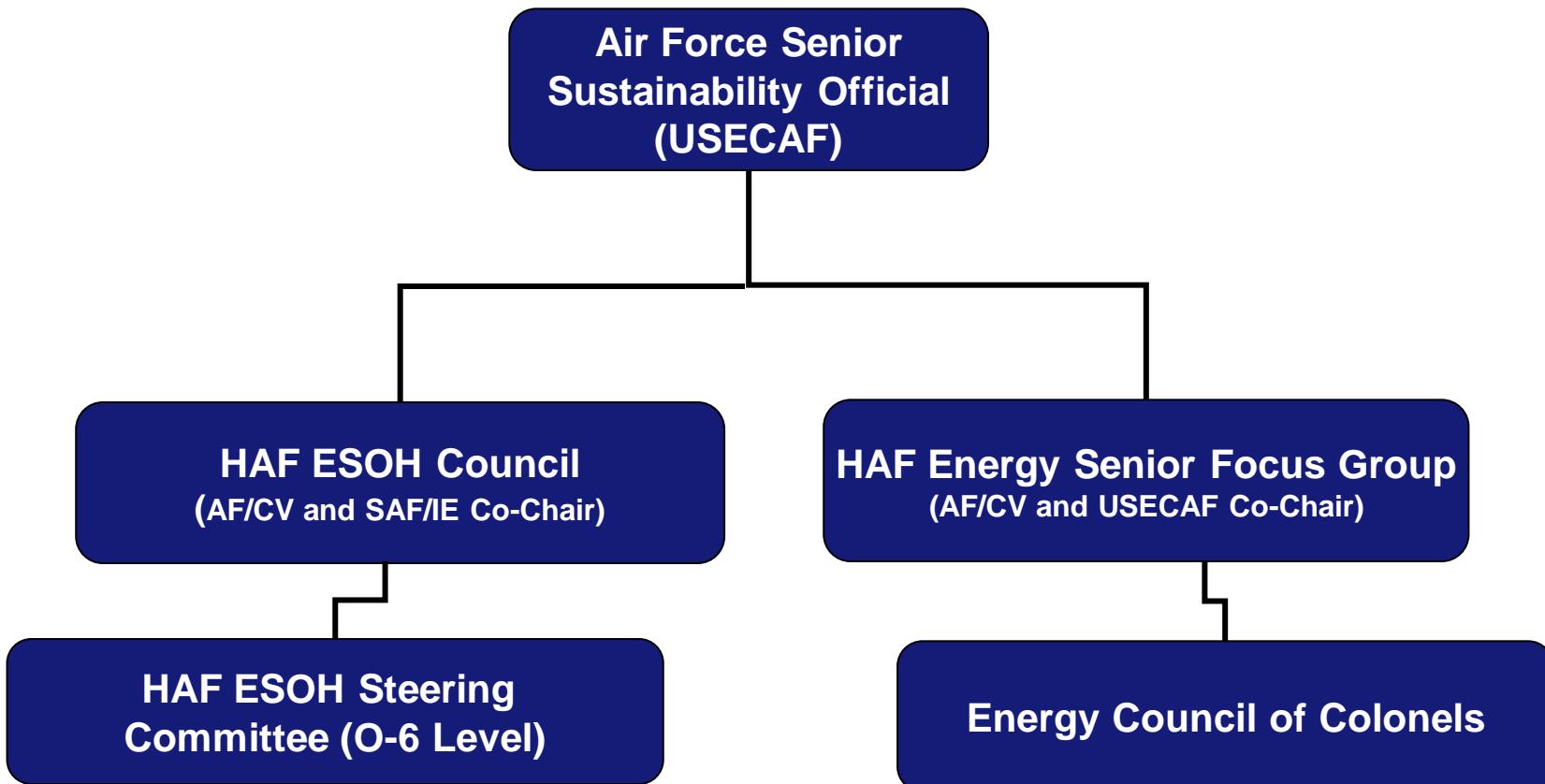


# Sustainability Defined

- “Sustainability” and “sustainable” mean to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations.  
*EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance, 8 Oct 2009*
- *DoD’s vision of sustainability is to maintain the ability to operate into the future without decline-either in the mission or in the natural and manufactured systems that support it. DoD embraces sustainability as a means of improving mission accomplishment.*  
*DoD Strategic Sustainability Performance Plan (draft)*



# Air Force Sustainability Management Approach





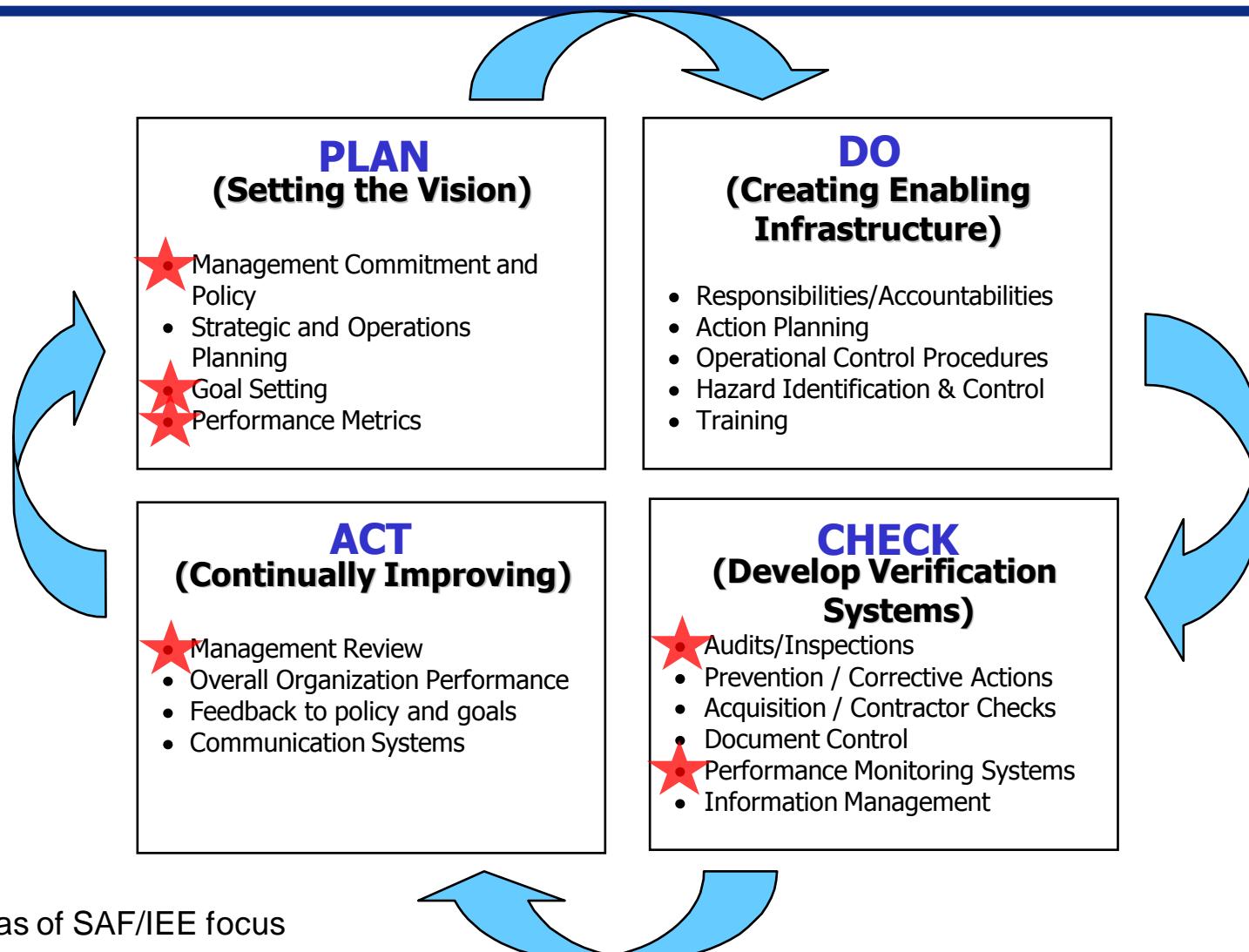
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# The Air Force Environment, Safety and Occupational Health Management System



# ESOH Management System

## Plan-Do-Check-Act Model



Areas of SAF/IEE focus



## ■ ESOH Management System

- 3 complementary management systems (E, S, and OH) operating separately
- Systems function together where there are opportunities to create synergy and/or avert duplication of effort
- Maximize opportunities to bring separate programs together at touch points:
  - ESOHCAMPs
  - ESOH Council interactions
  - ID/Control of ESOH impacts



# ISO 14001, OHSAS 18001, ANSI Z-10 and VPP

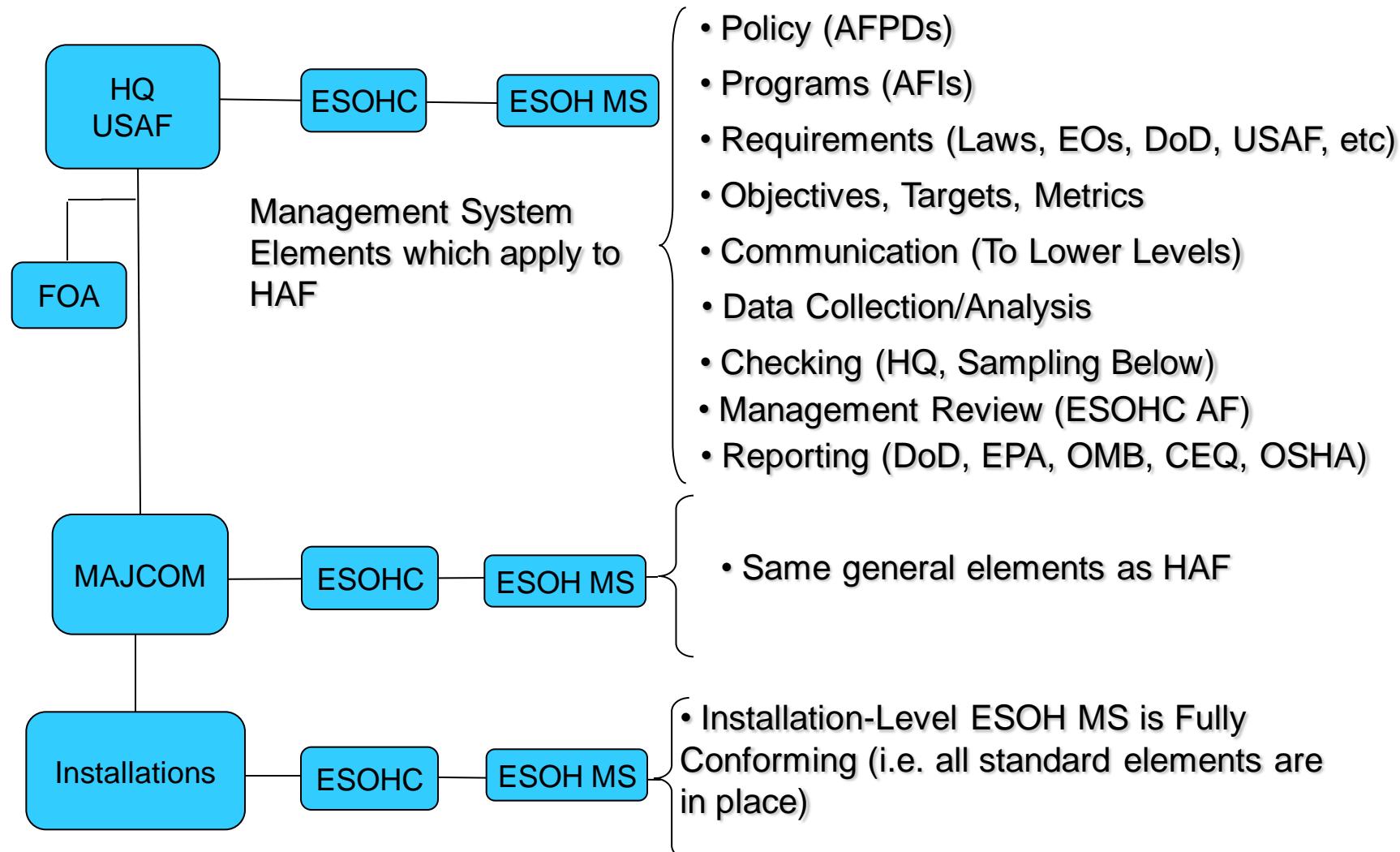
## Performance Framework Gap Analysis

Elements	E	S	OH	Description For S & OH
Policy	✔	✔	✔	No policy roadmap that ties the elements to the complex network of policies and guidance
Planning				
- Aspects (Risks, Hazards)	✔	✔	✔	Hazards, Risks & Legal Requirements Identified
- Legal and Other Requirements	✔	✔	✔	No mechanism in place to link hazards to setting objectives, targets, and supporting performance measures
- Objectives, Targets and Programs	✔	✔	✔	
Implementation and Operation				
- Resources, Roles, Resp., Authority	✔	✔	✔	Functional AFI's describe Roles and Responsibilities as well as Training and Communication
- Competence, Training, Awareness	✔	✔	✔	All directives, instructions, guidance etc needs to be available to all levels of the management system
- Communication	✔	✔	✔	
- Documentation and control of documents	✔	✔	✔	OCs required via AFI's; Implementation varies
- Operational Control	✔	✔	✔	
- Emergency Preparedness, Response	✔	✔	✔	Emergency Response AFI's in-place
Checking				
- Monitoring and Measurement	✔	✔	✔	Performance Measures being developed
- Evaluation of Compliance	✔	✔	✔	Tiered ESOHCAMP Process
- Non-conformity, Corrective & Prev Action	✔	✔	✔	Corrective Action Process is part of ESOHCAMP MAPs
- Control of Records	✔	✔	✔	
- Internal Audit	✔	✔	✔	Records Management AFI's in-place
				Tiered ESOHCAMP
Management Review	✔	✔	✔	ESOHC are in-place at all Levels

✔ = Complete

✔ = In progress

Blue Text indicates areas where AFI Elements need to be enhanced;  
Assumes AFI 90-803 and AFI 32-7001 are published.





# **Filling the Air Force ESOH Management Holes – SAF/IEE Initiatives**



# Air Force ESOH Vision and Priorities

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- Air Force ESOH Vision:

*To be a world leader in ESOH management*

*— to provide better care for our Airmen and our environment —  
to meet our mission in air, space, and cyberspace*

- Air Force ESOH Priorities:

- Comply – comply with all ESOH legal obligations
- Reduce risk – Ensure availability of workforce, natural, and manmade resources by effectively managing ESOH Risks
- Continuously Improve – Instill a culture of continuous ESOH improvement
- Approved by HAF ESOH Council co-chairs on 22 Dec 2009
- SAF/IE will incorporate into AFPD 90-8, *ESOH*



- *The ESOHC is the cornerstone of the ESOH program and provides senior leadership involvement and direction at all levels of command; annually establishes goals, measures, objectives, and targets; and provides additional ESOH guidance to subordinate organizations as required.*
- **Membership:**
  - 19 “primary” Air Staff and Secretariat 2-digit offices
  - Co-chaired by AF/CV and SAF/IE
- **Frequency:** semi-annual
- **HAF ESOH Steering Committee:** working level O-6 committee
- **HAF ESOH Council** restarted in Jan 2009



# Proposed ESOH Performance Measure Dashboard

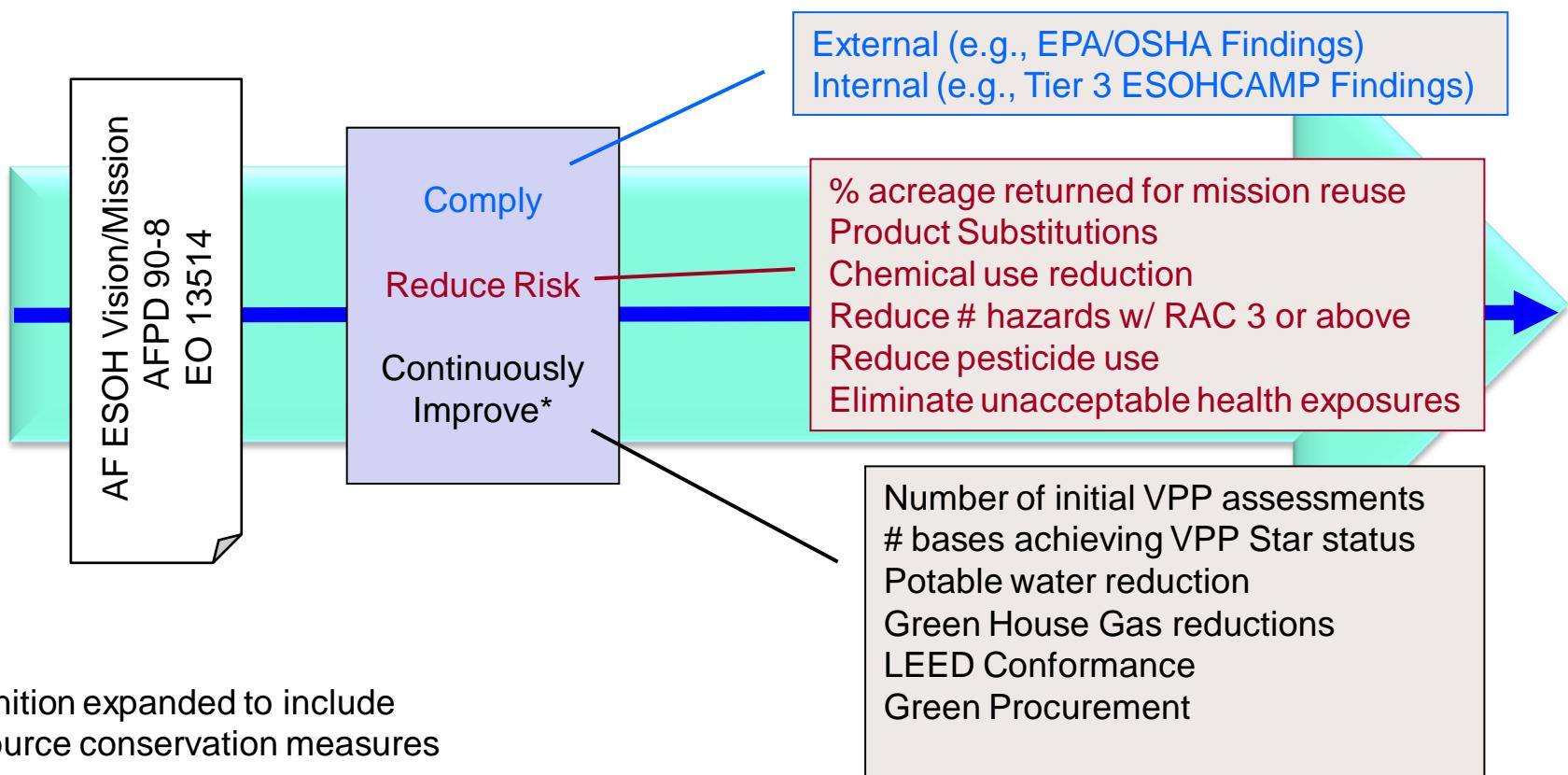




# Effectiveness Measures (Notional)

## Measurement

## Representative Performance Criteria

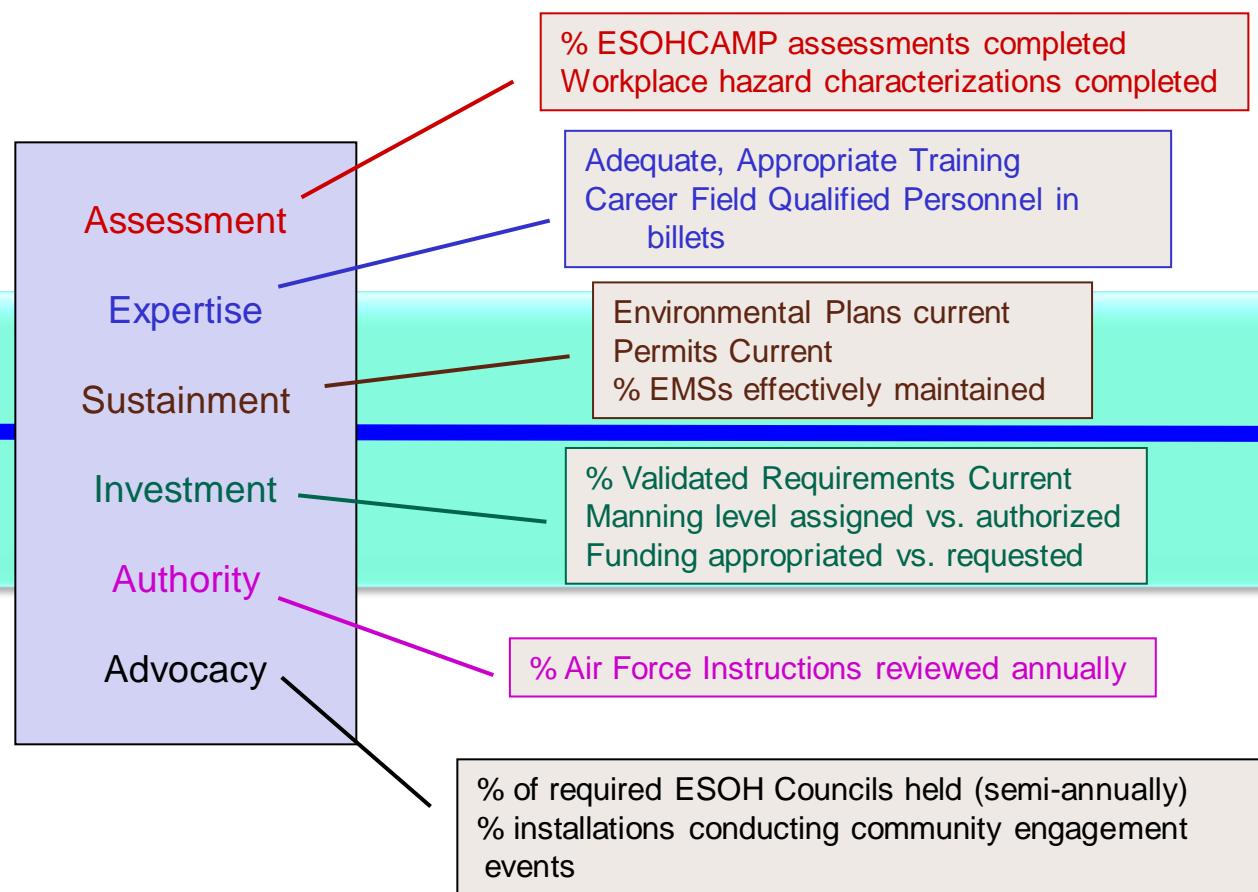


- Definition expanded to include resource conservation measures



# Performance Measures (Notional)

## Measurement





## ESOH Commitment Memorandum

- **Asks every Airman to understand the ESOH aspects of their jobs and take action to minimize ESOH risks**
- **Publishes Air Force ESOH vision and priorities**
- **Sent to MAJCOM/CVs and HAF 2-digit offices and posted on AF Portal**

# Senior Air Force

# Memorandum



THE SECRETARY OF THE AIR FORCE  
CHIEF OF STAFF, UNITED STATES AIR FORCE  
WASHINGTON DC



MAY 13 2010

For All Airmen:

The mission of the U.S. Air Force is *to fly, fight, and win...in air, space, and cyberspace*. To continue the successful execution of our mission, we need each of you to understand the environment, safety and occupational health (ESOH) aspects of your jobs, and take action to minimize ESOH risks.

The Air Force ESOH vision is *to be a world leader in ESOH management — to provide better care for our Airmen and our environment — to meet our mission in air, space, and cyberspace*. In pursuit of this vision, it is important for you to understand our three ESOH priorities:

- **Comply:** First and foremost, we must comply with all ESOH legal obligations. Every Airman must know and comply with the laws, instructions, and policies that apply to their work. Commanders will fund all ESOH legal obligations and requirements necessary for compliance or request assistance from higher headquarters.
- **Reduce risk:** Effective ESOH risk management will ensure each of us remain a contributor to our mission as well as safeguard our natural and manmade resources. Every Airman must understand the hazards associated with their work and take action to protect themselves, their fellow Airmen, and the environment.
- **Continuously improve:** We seek a culture of continuous ESOH improvement. Every Airman must constantly seek to minimize ESOH risks and to improve the way we all contribute to the mission.

Through these priorities we remain dedicated to the Commander-in-Chief's objectives for sustainability and mission accomplishment. Your participation will be essential as we realize the President's vision and accomplish our Air Force mission.

Michael B. Donley  
Secretary of the Air Force

Norton A. Schwartz  
General, USAF  
Chief of Staff

**Status: Signed 13 May 2010**



- 3 tiered assessment approach takes advantage of existing ESOH synergies:
  - Tier 1: routine shop-level self assessment
    - Establishes shop-level accountability
  - Tier 2: annual assessment performed by ESOH functionals
    - Focus is on ESOH compliance and MS conformance
  - Tier 3: tailored MAJCOM-led external assessment every 3 years
    - Focus is on base ESOH management effectiveness
- HAF functionals ensure ESOHCAMP assessments items are not duplicated by other inspections

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- Sustainability cannot be achieved by a single program
- Requires a top-down, strategic, and multi-disciplinary management approach
- Need to support the mission by focusing on viable economic, ecologic and human workforce planning and project implementation



## Air Force Challenge

*To integrate sustainability principles smartly into our mission and policy to support operational requirements*



**Questions?**